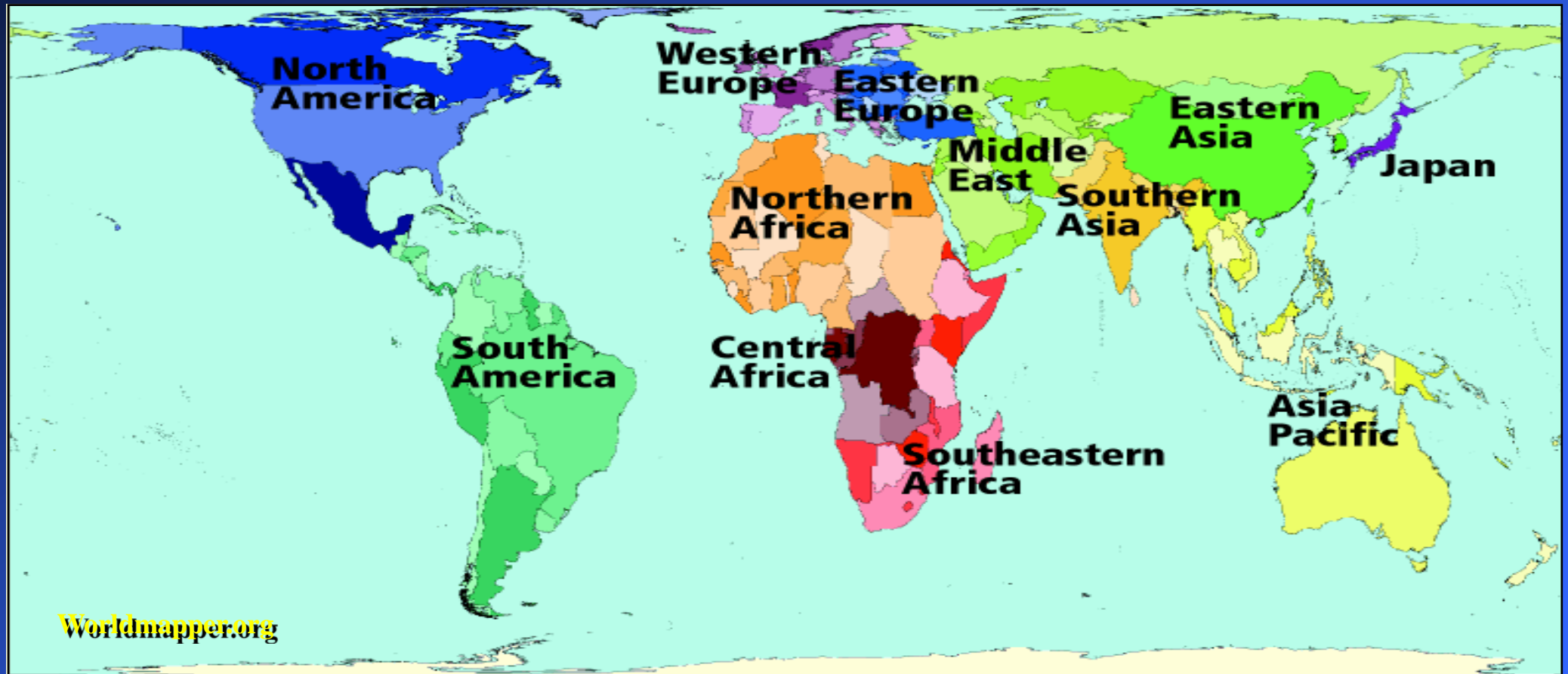


A pair of hands, one from the left and one from the right, are gently cupping a small, realistic model of the Earth. The globe shows continents and oceans in detail. The background is a solid dark blue or black, making the hands and the globe stand out. The lighting is soft, highlighting the texture of the skin and the details of the globe.

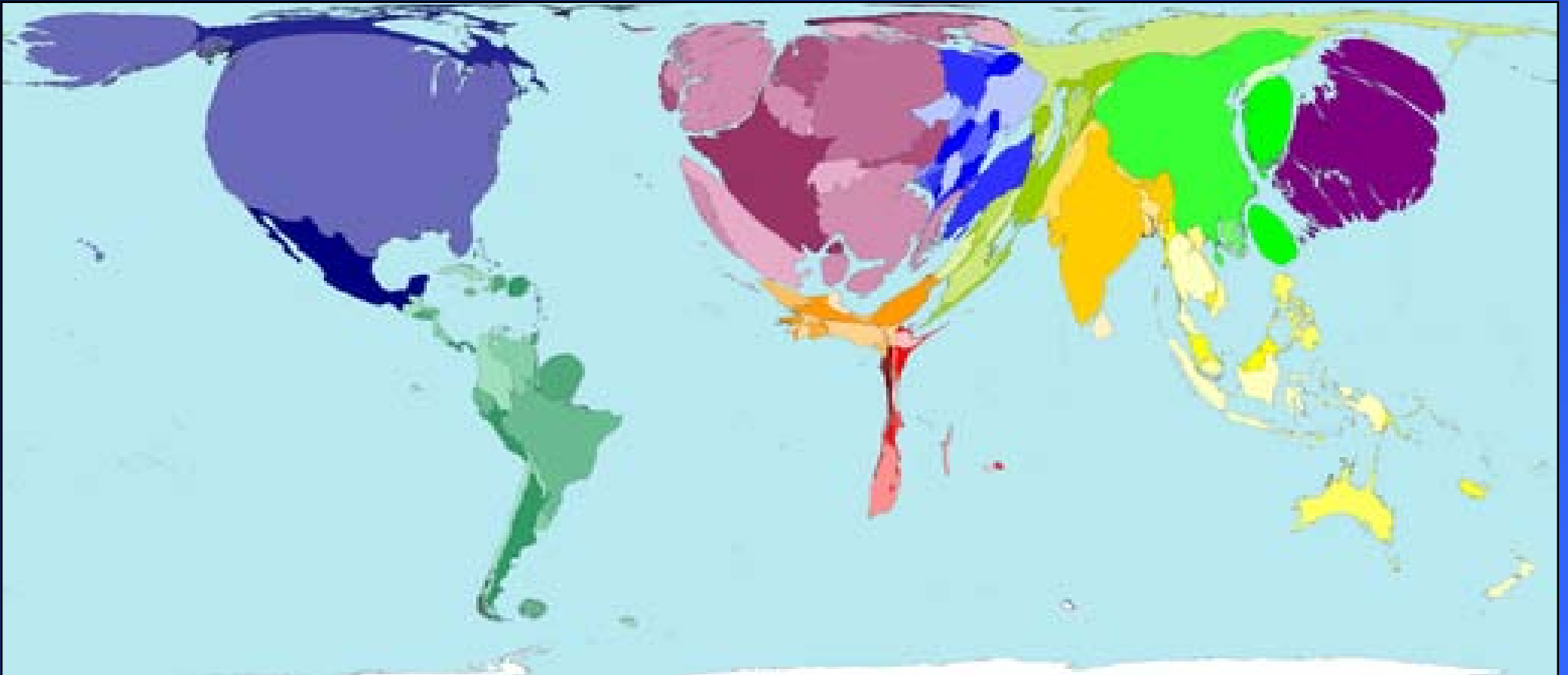
Creating Global Resilience: Pushing the boundaries from either ends of the world

Peter Power Erica Seville

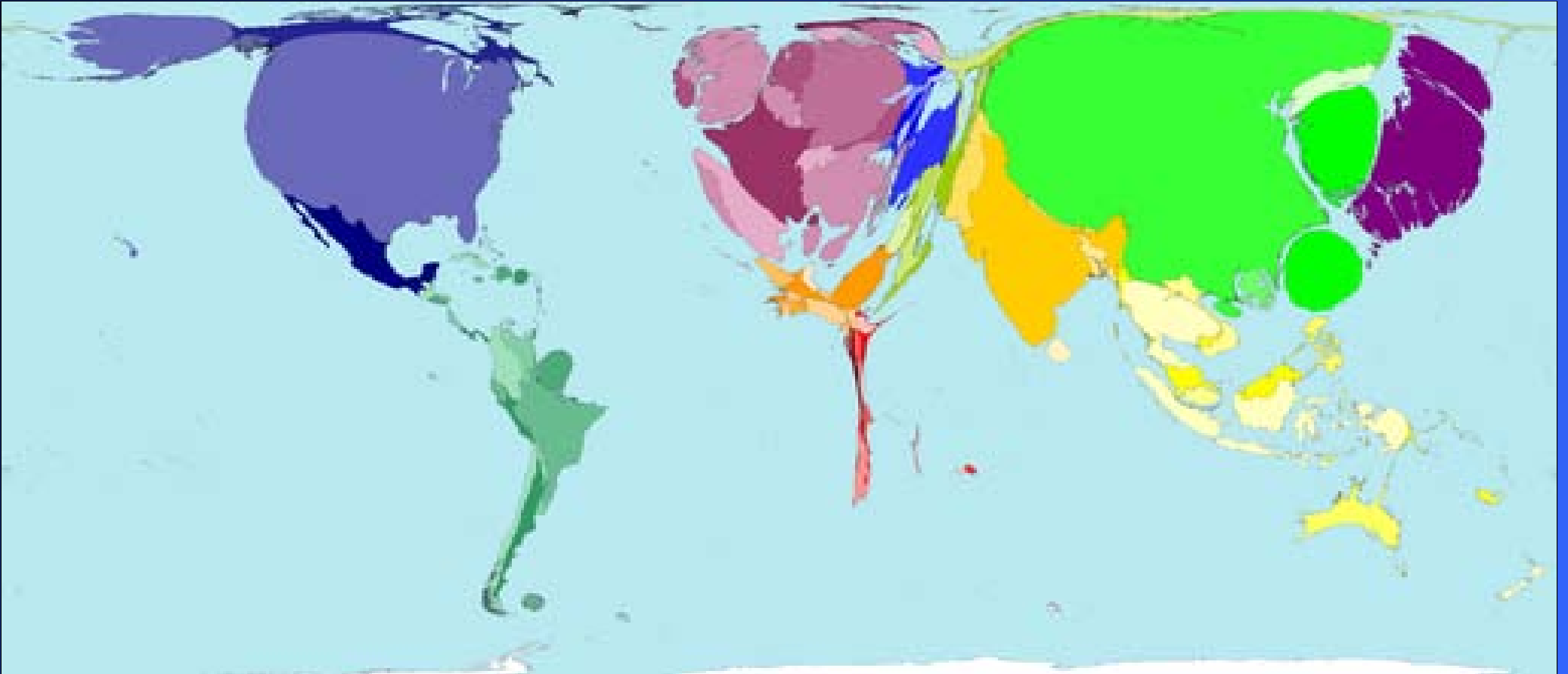
Land area – normal map



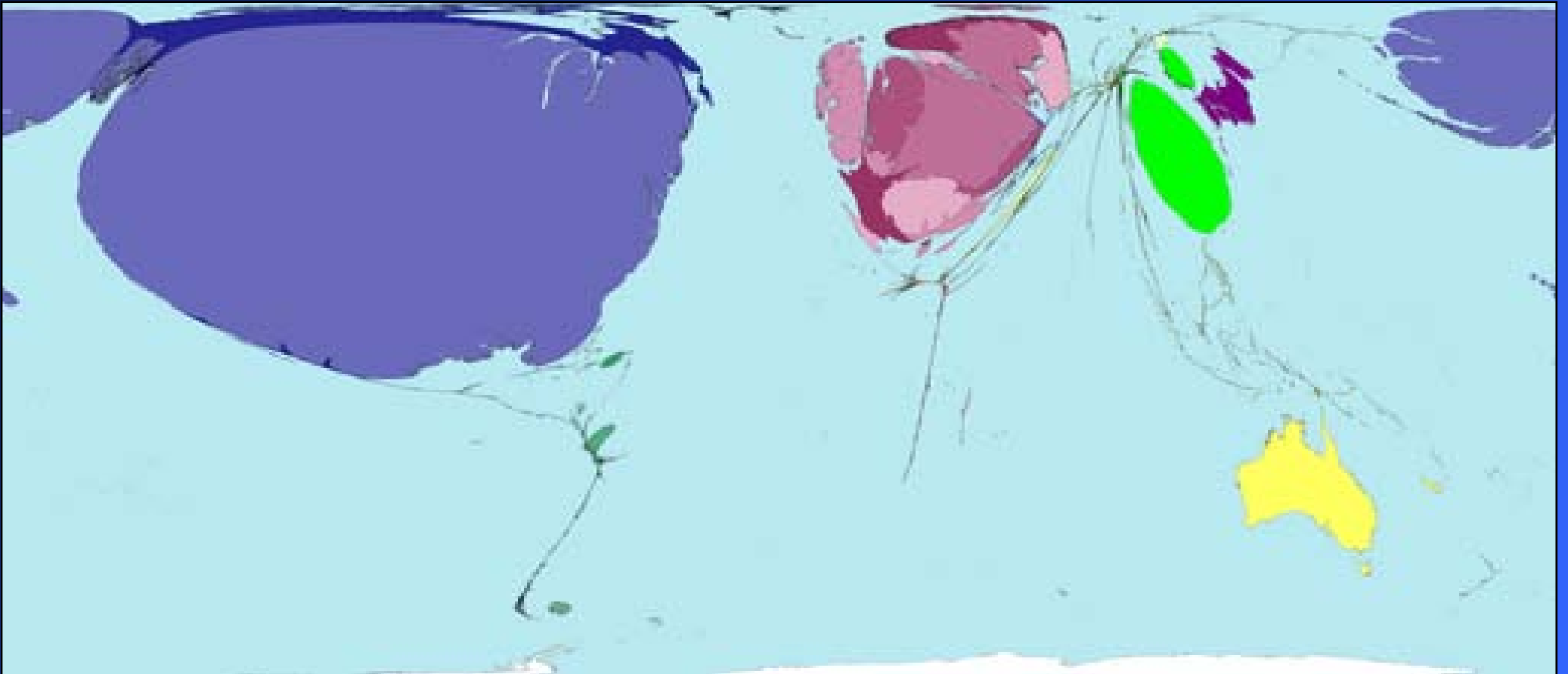
Distribution of wealth 1990



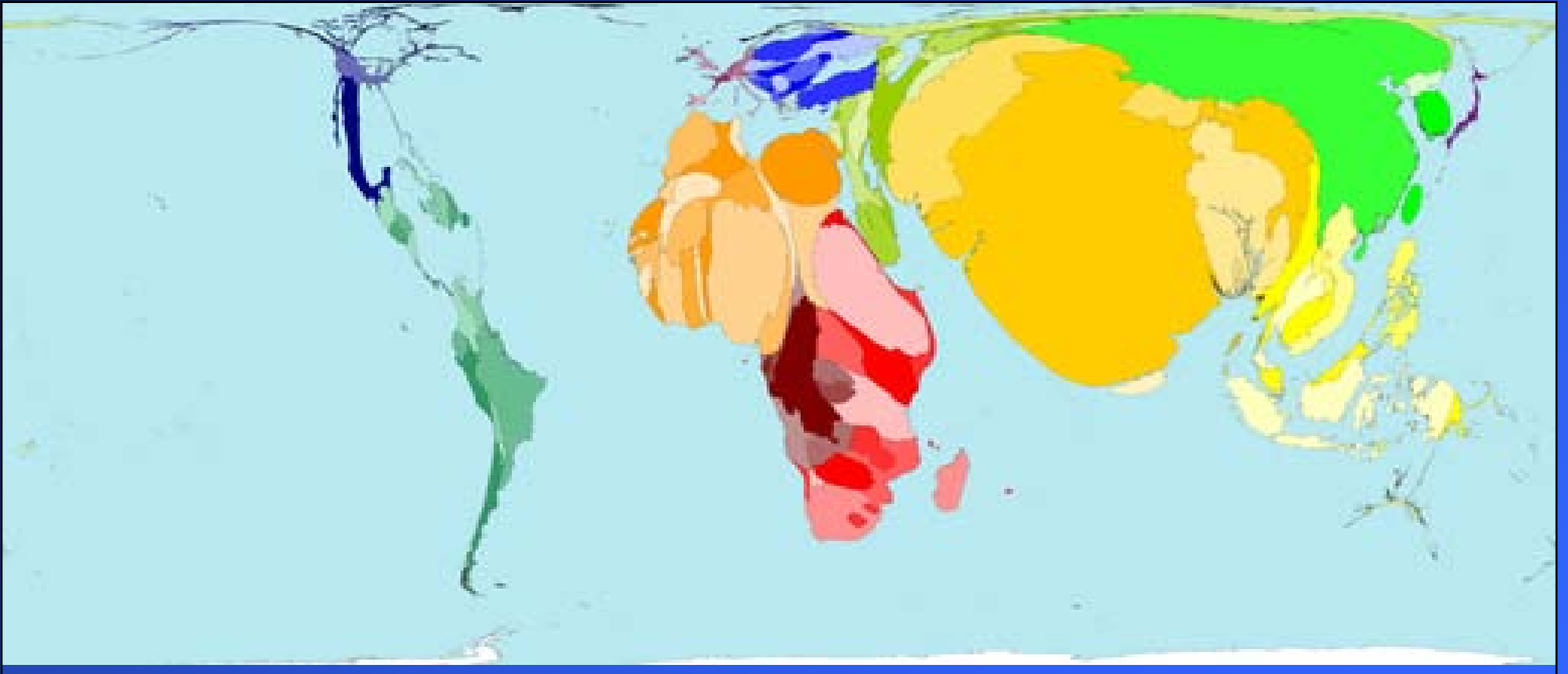
Distribution of wealth 2015

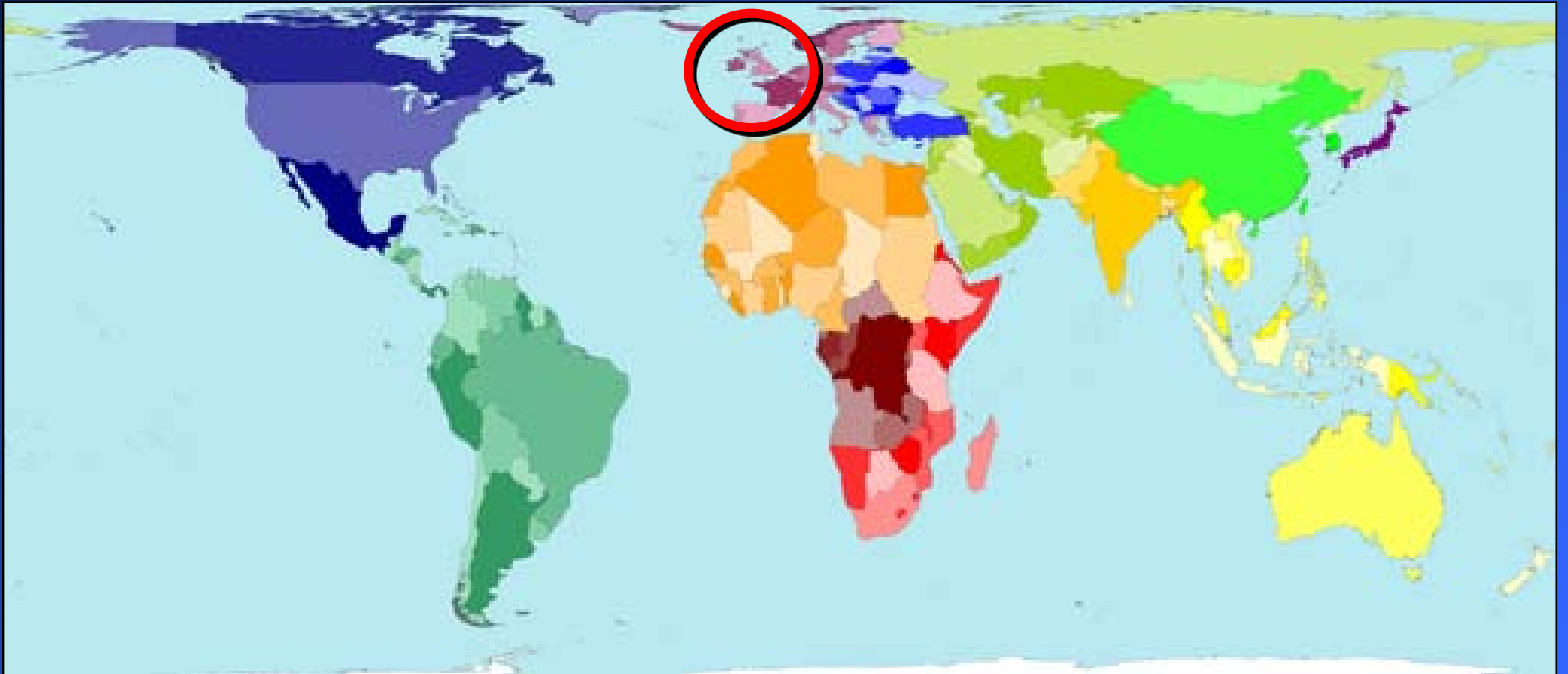


Internet users



Poverty







Welcome to UK Resilience

The Government's aim is to reduce the risk from emergencies so that people can go about their business freely and with confidence. This website exists to provide a resource for civil protection practitioners, supporting the work which goes on across the United Kingdom to improve emergency preparedness.

High Profile Risks

[Avian Influenza \(Bird Flu\)](#)

[Flooding](#)

[Foot and Mouth Disease \(FMD\)](#)

[Human Flu Pandemic](#)

**The National Security Strategy
of the United Kingdom -
Security in an interdependent
world**

....Bombs, Bird Flu & Banana skins





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No more waiting...
Terminal 5 is open



Five and a half years ago the building of our new home began in our most visionary project to date. Today we opened the doors. There is no more waiting...

At Terminal 5 everything has been designed to make travelling through the terminal calm and relaxed. And this morning we saw all the planning fall into place.



BA Staff Comments publicly quoted within minutes on being said:

“A shambles the moment the doors opened....lack of training and the essential support that was promised”.

"They asked for volunteers to make up numbers at T5. I don't know anyone who would go and volunteer on their day off”.

"Whenever in the past BA got into a mess, people helped out, but morale is so low people won't do it any more."

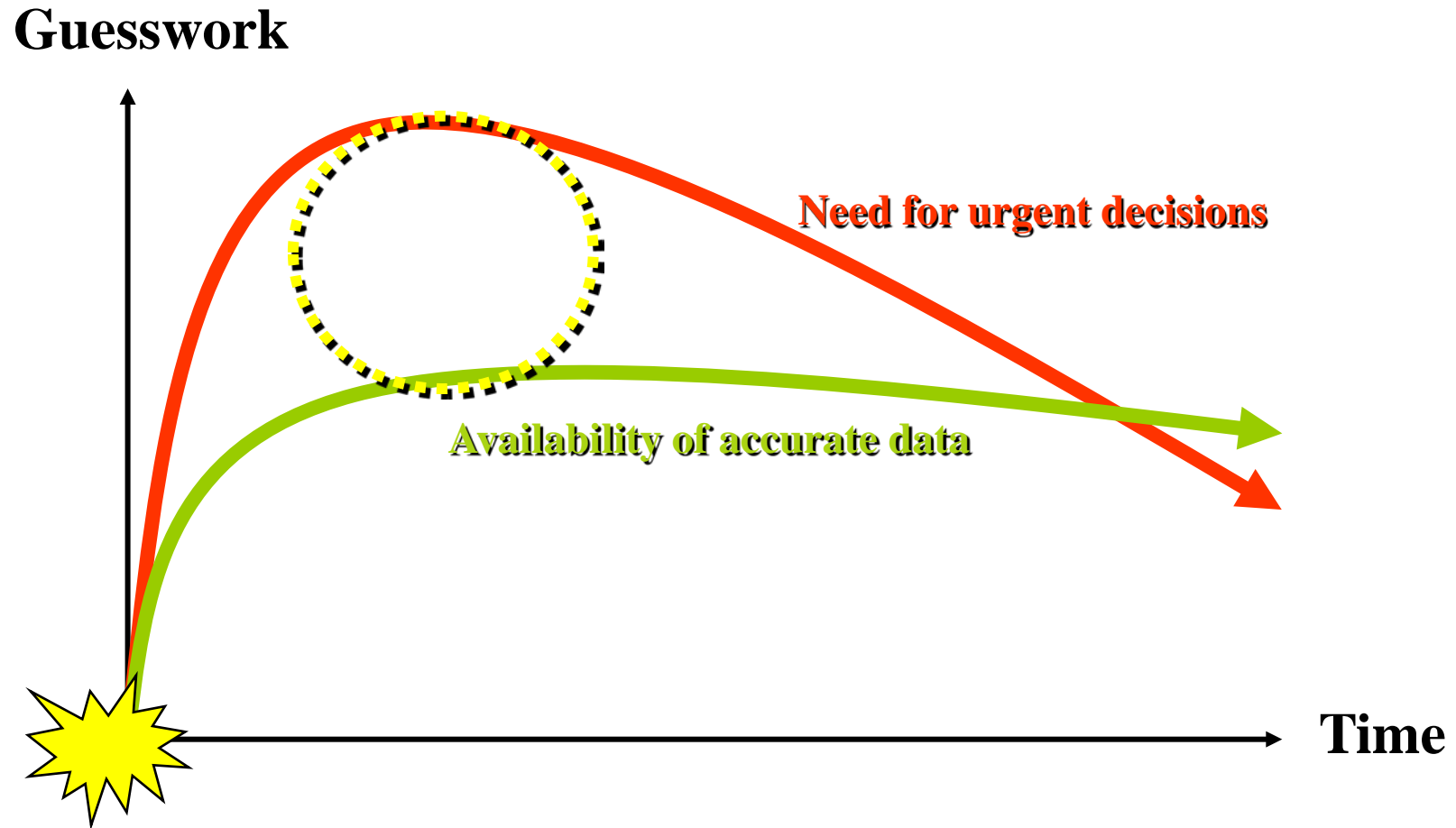
“Willie Walsh is an autocrat and that reflects itself in the way his directors operate. Nobody wanted to go to him and say there were problems.”

During the first five days, BA misplaced more than 23,000 bags, cancelled 500 flights and made losses of £16m.

Willie Walsh revealed that IT problems and a lack of testing played a large part in the trouble.

But he said the airline could have coped if IT had been the only issue.

Crisis – the dilemma



Causes of failure

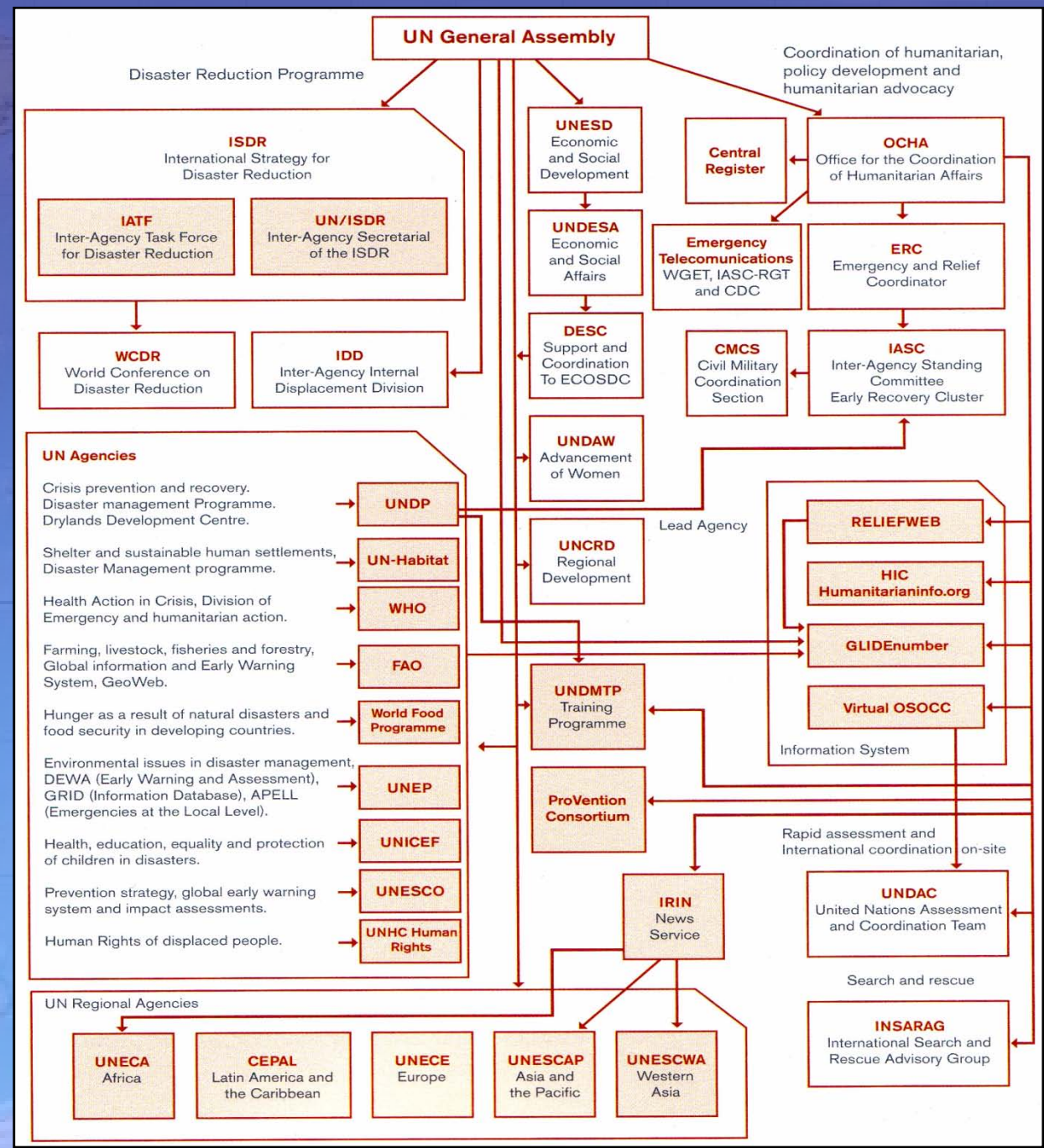
- **Fear of getting it wrong**
- **Unfamiliarity with details of procedures**
- **Lack of confidence in the system**
- **Lack of confidence in leaders**
- **Fear of subsequent censure**
- **Fear of the situation**

Crises. Barriers to Decision Making

- **Panic - Overwhelmed, extreme stress..**
- **Perseveration - Actions make things worse...**
- **Defensive avoidance - Can't be happening...**
- **Complacency - Can't see, won't see..**
- **Lack of clarity – It's not my job. Is it?**

Problem

UN Disaster Response structure



Problem

**Risk
Mgt**

**Crisis
Mgt.**

Security

CSR

Governance

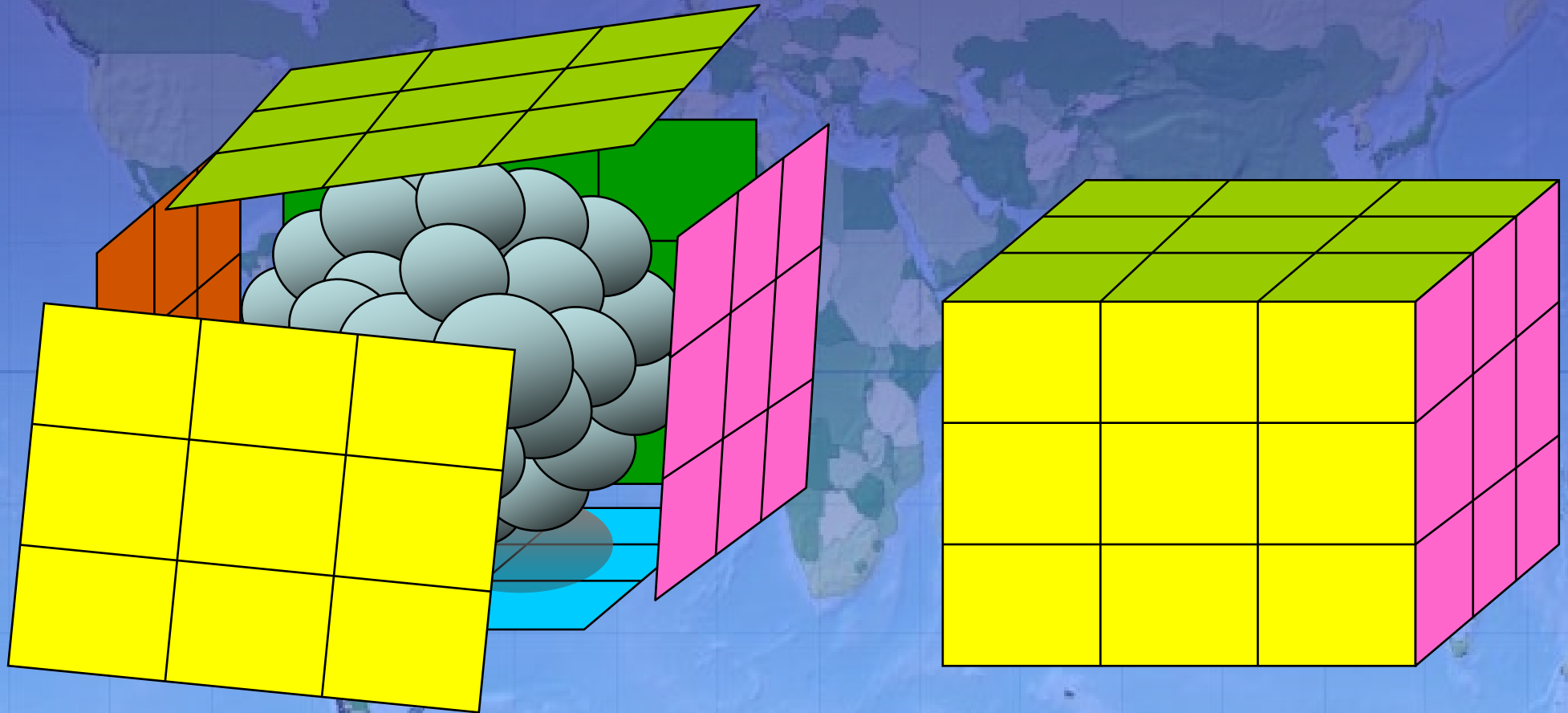
Risk

Audit

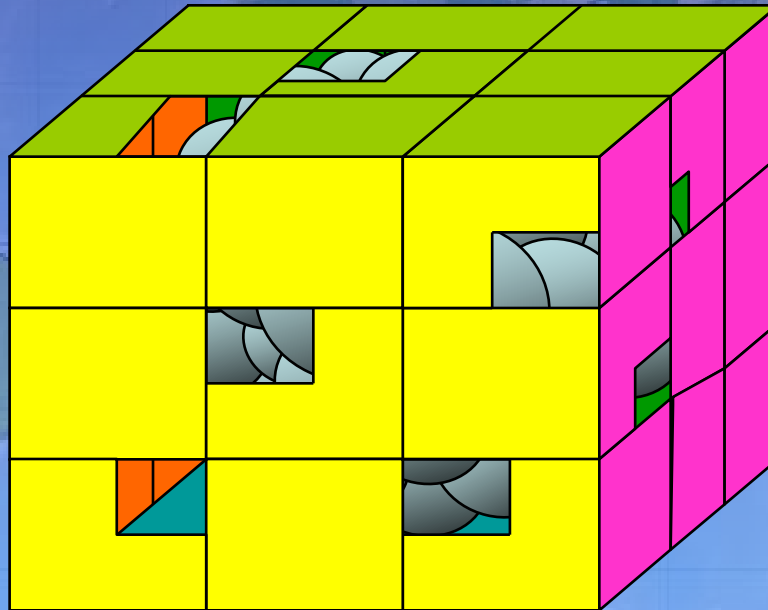
BC

**“No problem. We know
who leads on anything. It’s
all been designed to
have a ‘dotted line’ to the
other silos. All very clear”**

Solution?



Reality....





And finally, some genuine explanations for discovering too late there was no resilience:

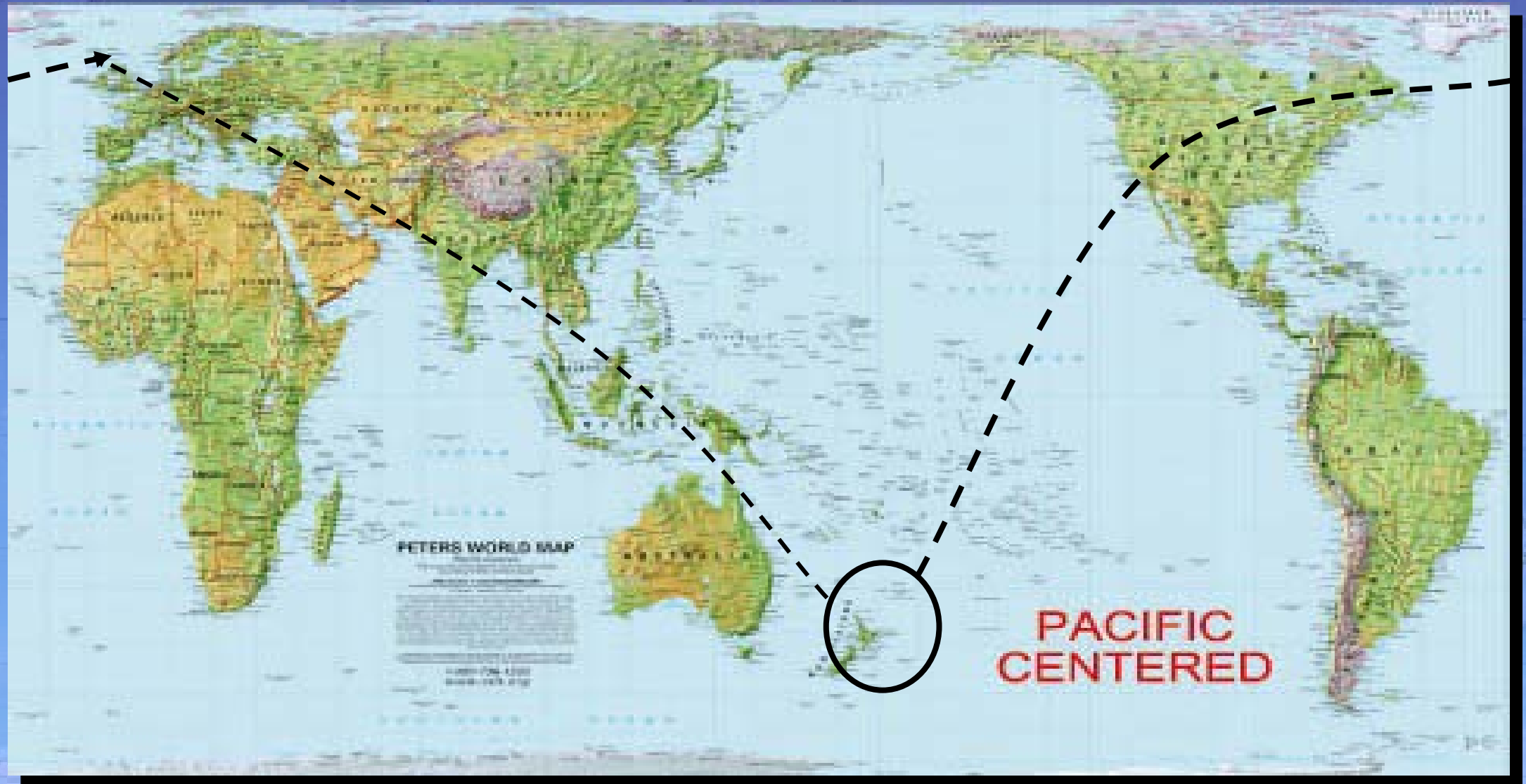
“Perhaps we only confessed our little faults to persuade people that we did not have larger ones?”

“I was the leader, which meant that I had to follow them”

“No we didn't fail. We just couldn't wait for success, so we went ahead without it!”

“It was a retreat all right, but I couldn't tell them. So I said it was an advance – but in a different direction...”

The New Zealand Context



Resilient New Zealand?



Resilient New Zealand?



Resilient New Zealand?



Resilient New Zealand?



Hazardous but....

- **Low terrorism risk**
 - **Government is Hands-Off in its approach to infrastructure resilience**
- **Few major disasters in recent history:**
 - **2004: Major flooding but no lives lost**
 - **1931: Napier Earthquake**
- **Active Civil Defence Emergency Management**
 - **Clear message: Be self sufficient for 3 days after a disaster!**

Best Practice Maturity

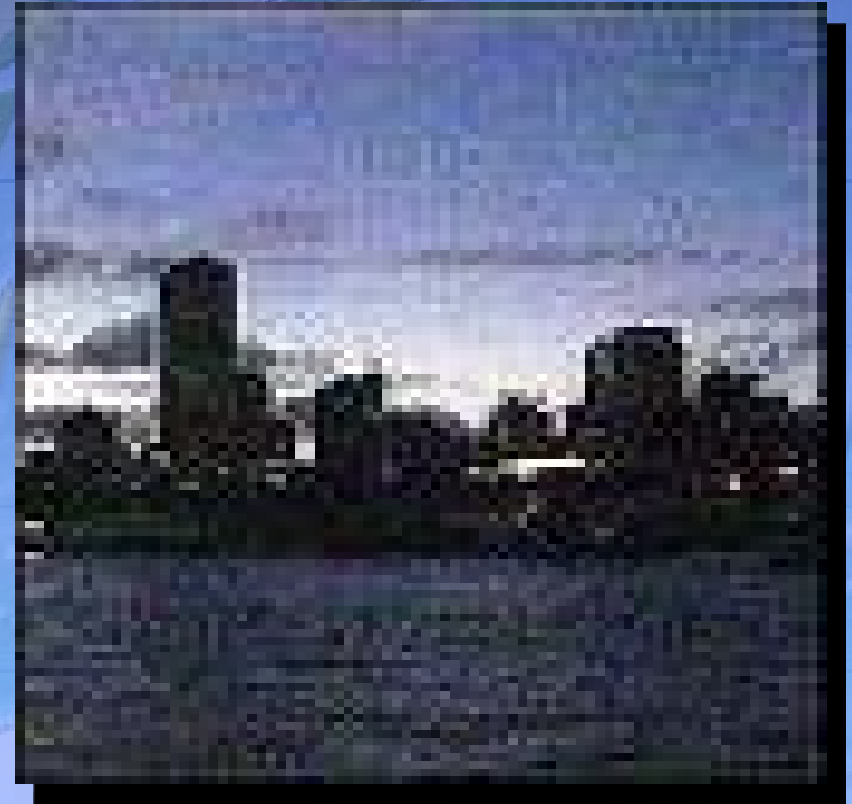
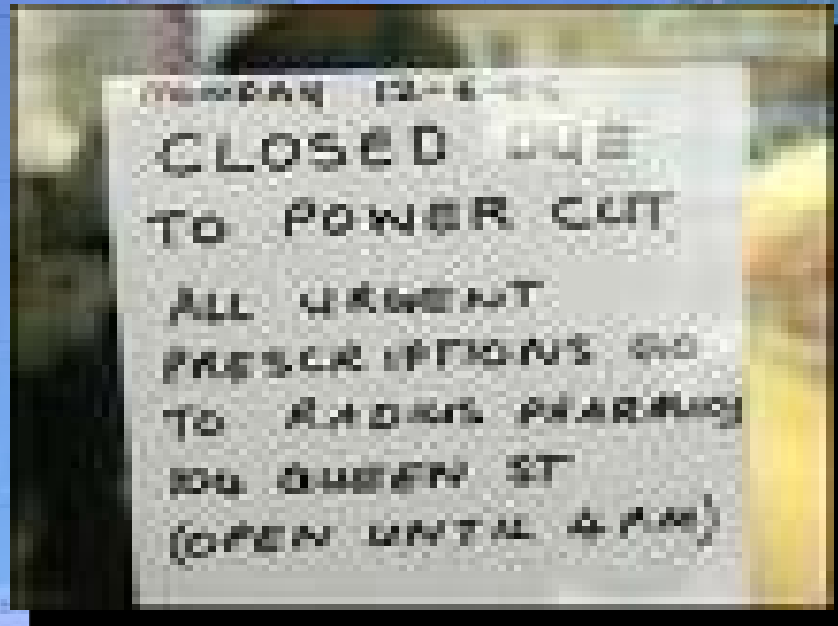
- **Risk Management**
 - NZ/Australian Standard for Risk Management
 - Good levels of awareness (but not always great implementation)
- **Business Continuity Planning**
 - Large companies only
 - Many SME's are unaware
- **Emergency Planning/Crisis Management**
 - Very strong at Local and National Government levels
 - 'Some' buy-in by critical infrastructure providers – but patchy
 - Majority of other businesses unaware

Resilience of Critical Infrastructure

- **Electricity Sector Organisations:**
 - **Highly segmented: generation/transmission/retail**
 - **Mix of SOE's and private companies**
- **Vulnerabilities**
 - **Long thin network – large separation between generation and high use areas**
 - **High reliance on hydro-generation**
- **Regulation**
 - **Govt “hands-off”**
 - **Recent formation of Electricity Commission**

Resilience of Critical Infrastructure

**1998 – Auckland CBD without power
for 5 weeks!!!**



Resilience of Critical Infrastructure

**“Thousands still
without power
as new cold
blast
approaches”**

**NZ Herald,
June 16, 2006**



Resilience of Critical Infrastructure

“Auckland's power hangs by a thread”

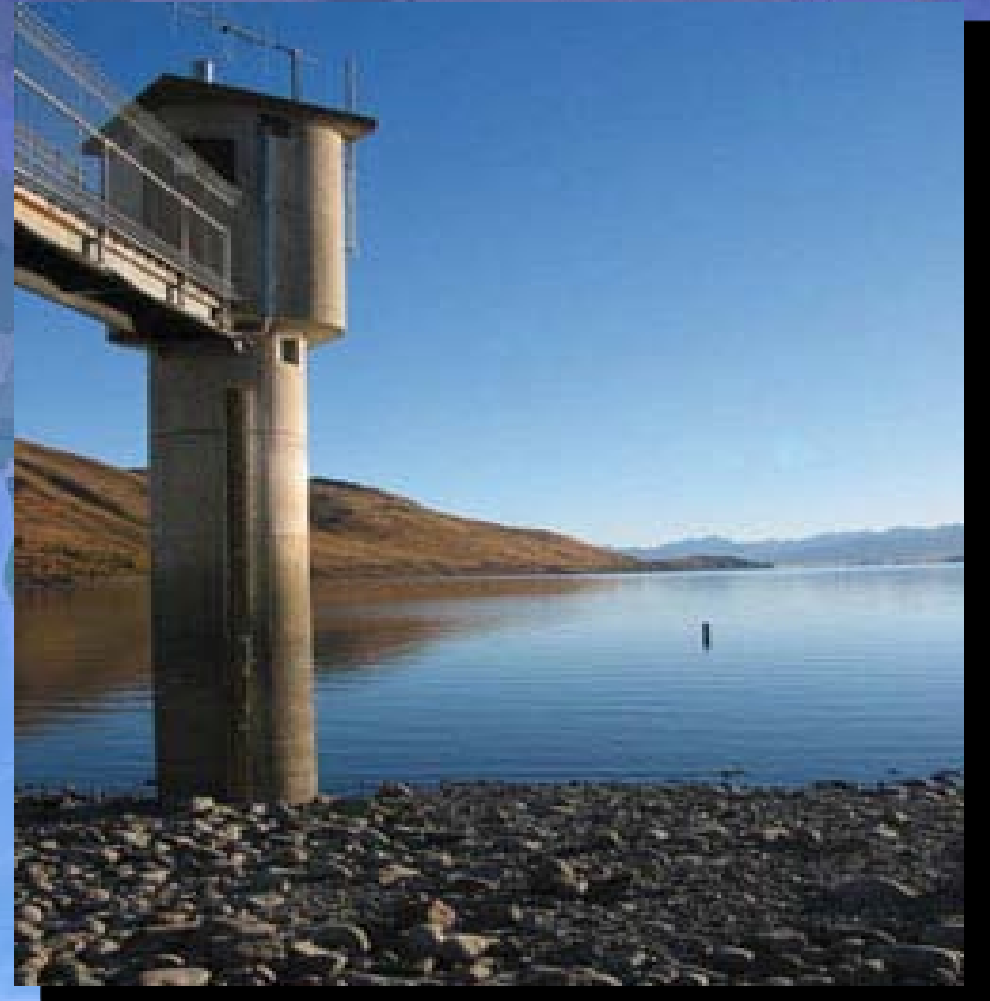
**NZ Herald,
June 13, 2006**



Resilience of Critical Infrastructure

- And right now...

**“New Zealand
winter power
crisis looms”**



Which businesses will thrive in this environment?



Resilience: an emerging paradigm

- If our critical infrastructure providers cant always get it right...what hope for the little guys??



- **Waves of Adversity** (Glavovic)

- **Learning to Surf** (van der Walt)

- **Resilience is not something you do...it is something you are / become.**

NZ Perspective on Resilience

A Resilient Organisation is one that is not only able to survive, but also to thrive, in the face of adversity.

Key Qualities contributing to Resilience

- Organisational Ethos**
- Situation Awareness**
- Management of Keystone Vulnerabilities**
- Adaptive Capacity**

Resilience: Just a new buzzword?

- **Why a new concept and new terminology?**
- **Bridging the Silos!**
- **Resilience provides a paradigm or framework for thinking about an organisation's survival potential in a world of challenge and change**

Your Problem is My Problem...

- **Issues are surprisingly similar regardless of size and sector**
- **Current best practice is unlikely to solve tomorrows problems**
- **Organisations are not an island so working in silos is ineffective**
- **Escalating complexity and unintended consequences of decisions and actions**

My Solution is your Solution...

- **We are talking about the same concepts but using different language**
- **Looking over the fence for ideas and inspiration**
- **Resilience looks different for different organisations**
 - **unifying concept; different strategies to get there**
- **The future challenge – There are more things that unite us than disconnect us; but there are real challenges ahead for working together to achieve global resilience**

A world map with a blue grid overlay, showing the continents of North America, South America, Europe, Africa, Asia, and Australia. The map is centered on the Atlantic Ocean.

How to seed the change?

A pair of hands, one from the left and one from the right, are gently cupping a small, realistic model of the Earth. The globe shows continents in brown and green and oceans in blue, with some white cloud-like patterns. The hands are positioned at the bottom and sides of the globe, with fingers slightly curled. The background is a solid, deep blue.

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